

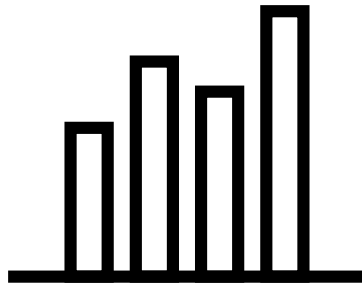
STATE OF TRANSPARENCY IN PUBLIC PROCUREMENT



national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA





STATE OF TRANSPARENCY IN PUBLIC PROCUREMENT

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State of Transparency in Public Procurement

In brief

- Government is the biggest buyer of goods, services and works in South Africa – R938 billion was spent through procurement processes across all spheres of government in 2016/17 financial year.
- Transparency is considered to be one of the most effective tools to deter corruption, ensure value for money and facilitate accountability thereby instilling public confidence in state institutions.

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Transparency can be defined as timely, easily understood access to accurate and reliable information. Transparency assists in ensuring that any deviations from fair and equal treatment are detected very early, and makes such deviations less likely to occur. It protects the integrity of the process and the interest of the organization, stakeholders, and the public

Overview

Public procurement is one of the best examples of how communities, businesses and government collaborate for common good of citizens. Approximately R938 billion of public money was spent on procuring goods, services and works across all spheres of government of South Africa in the 2016/17 financial year.

Transparency in public procurement means that information on the public procurement process must be available to everyone: contractors, suppliers, service providers and the public at large, unless there are valid and legal reasons to keep certain information confidential. Examples of confidential information are proprietary information of companies or individuals participating in the solicitation process, and certain military/defence procurements.

When a public procurement requirement is published or made available to the market by any means (electronically, press, internet portal, etc.), the announcement must contain sufficient details for interested contractors, suppliers and service providers to understand it in order to determine if they are qualified to compete, especially, the solicitation document must be made widely available free of charge.

After reading the solicitation document, interested contractors, suppliers and service providers should also be able to determine: the nature of the requirement and its scope, closing date for submission of bids, proposals or information, evaluation and selection criteria, details on how and where bids/proposals should be submitted; number of copies, point of contact for additional information and response to queries (clarifications); deadline for submission of queries, schedule of pre-bid/proposal meeting and site visits, and any other pertinent details. Additionally, if there is a change to the solicitation document, all stakeholders should be notified through the same publications used for the initial notification, so that they can take the necessary actions to comply as a result of the change.

Since the establishment of the Office of the Chief Procurement Officer (OCPO) in 2013, bold steps were taken to enhance transparency in public procurement. The following initiatives were taken:

- Compulsory publication of demand and procurement plans for all purchases above R500 000 and quarterly reporting against such plans was instituted. SCM Instruction 2 of 2016/17 provides detail in this regard;
- Publication of deviations from competitive procurement processes is posted on the OCPO website. SCM Instruction 3 of 2016/17 provides detail in this regard;
- Publication of variations or extensions of existing contracts is available on the OCPO website. SCM Instruction 3 of 2016/17 provides detail in this regard;
- Publication of tenders above R500 000 for PFMA Compliant institutions and R200 000 for MFMA compliant institutions on governments eTender Portal is compulsory. Publication of

tenders including free access to specifications and terms of references, awards, deviations, extensions, and cancellations. National Treasury Instruction 1 of 2015/16 provides detail in this regard and MFMA Circular 83;

- Central Supplier Database (CSD): Registration of prospective suppliers per sector industry, code and categories and commodities of trade. SCM Instruction 4A of 2016/17 provides detail in this regard as well as MFMA Circular 81.
- Contract Register Application: Organs of State submit information on awards above R100 000 to the Office of the Chief Procurement Officer.
- The OCPO has also published its first comprehensive public procurement spent analysis report highlighting procurement trends at national and provincial level of government.

Information is published on www.etenders.gov.za and can be accessed by the public, media, oversight bodies and any interested party.

Transparency is considered to be one of the most effective tools to deter corruption and ensure value-for-money thereby instilling trust in public institutions. The manner in which government conducts itself in its business transactions immediately affects public opinion and impacts on the public's trust in the government of the day. At the route of transparent procurement information lays the standardisation of processes and simplified access to information that is easy to understand, readily availability, accurate. Transparency in procurement takes form in a variety of practices, such as:

- Publishing procurement laws, prescripts and policies;
- Publishing of demand and procurement plans;
- Advertisement of tender opportunities;
- Disclosure of evaluation criteria in solicitation documents;
- Publishing of contract awards (including addendums and extensions) and prices paid;
- Central Contract Register; and
- Spent and procurement data.

Public procurement is a powerful driver of development. In addition to providing goods and services needed by South Africans, the act of procurement itself strengthen local economies, support marginalized groups and boost local capacity for business. Transparency is a core principle of high-quality public procurement. An open and transparent procurement process improves competition, increases efficiency and reduces the threat of unfairness or corruption.

Combating corruption and enhancing transparency and accountability were identified as key challenges to strengthening a capable and democratic state

The South African Context

The OCPO at National Treasury has a mandate to ensure that public sector organizations in South Africa honour the provisions of section 217 of the Constitution when spending taxpayer's money on procurement of goods, services and works.

Although the OCPO is not directly involved in procurement processes of Organs of State, the Office is responsible to manage procurement reforms, enhance and maintain the procurement system and oversee the how government conduct business with the private sector.

Emanating from the supply chain management (SCM) modernisation strategy that was approved by Cabinet on 12 November 2014, the focus was to accelerate the SCM reforms by:

- Finalising the legal framework aligned to the proposed reforms;
- Simplifying, standardising and automating procurement activities across all spheres of government;
- Modernise SCM technology and up-scaling the use thereof;

While an enabling procurement legislative framework is key to achieving the objectives of a developmental state as depicted in the National Development Plan, the current reforms are capitalising on the smart use of technology. Given the current economic climate, it is now more important than ever to find innovating ways of ensuring government procurement is streamlined and simplified to provide opportunities to as many suppliers as possible. The introduction of disruptive digital technologies in the public procurement and how it impacts on transparency, oversight and efficiency remains the key objective in enabling the SCM reforms. Although solutions are developed at an unprecedented speed, the agility of Organs of State to adopt and integrate these solutions in their current policy and technology environment's, remains a concern.

South Africa was one of the founding members of the Open Government Partnership (OGP) when it was formally launched in 20 September 2011, and has made a number of commitments that seek to build on existing government and citizen-led initiatives related to open government in the South African government. Combating corruption and enhancing transparency and accountability were identified as key challenges to strengthening a capable and democratic state during the feedback process.

Given the subscription of government to the OGP, the challenge South Africa will address through OGP is to: "Increase public confidence by improving integrity in public services, creating safer communities, effectively managing public resources and increasing accountability".

The Open Contracting Partnership (OCP) in conjunction with the UNDP and World Bank has developed an Open Contracting Data Standard addressing key elements of disclosure and engagement throughout the contracting cycle. The standard was developed to ensure that procurement data is available and accessible to all relevant stakeholders and deals with the planning, procurement and implementation processes. Being able to link budgets to demand plans, procurement plans, advertisement of bids,

awards and associated payments against a contract register, would allow transparency of all procurement activities.

In order to transform public procurement, access to reliable and standardised and structured data is essential. It is therefore recommended that the open contracting data standard be reviewed, enhancements that may be required effected, appropriately consulted and promulgated as the official data standard for public procurement data. Clear reporting and integration requirements should be defined to ensure accuracy of data.

Various information technology solutions have been developed since the Cabinet Resolution of 10 December 2014 was taken. The initial focus was towards developing fundamental building blocks that would ensure an that an effective SCM platform is in place to enable the reform and improve transparency within the SCM environment as per the OGP commitments.

The following programs were initiated to enable transparency:

Publication of procurement plans, deviations from competitive procurement process and contract extensions / variations.

In 2016 the Nation Treasury issued an instruction note on enhancing compliance monitoring and improving transparency and accountability in Supply Chain Management. The Instruction required organs of state to submit annual procurement plans, deviations from competitive procurement, and the extension or variations of contracts to relevant treasuries for publication in the public domain. National Treasury has made the consolidated procurement plans, deviations and contract extensions/verifications of national departments and public entities available on the eTender publication portal as well as on the OCPO's website. In the absence of a coherent technology platform, the demand plans are seldom accurate, complete and does not include information from all national and provincial departments and public entities.

Based on an analysis conducted it was found that 6 of the 44 national department did not submit procurement plans to the National Treasury in 2017/18. What is more concerning is that in most cases department's procurement plans and the actual procurement activities do not correlate.

The following national department have not submit procurement plans to the National Treasury for the 2017/18 financial year:

- Statistics South Africa
- Parliament
- Women
- Communications
- Independent Police Investigative Directorate
- Traditional Affairs

Figure 1 highlights the planned procurement activities against the actual advertised publications for all national departments.

NATIONAL DEPARTMENTS PROCUREMENT PLAN AGAINST TENDER PUBLICATIONS

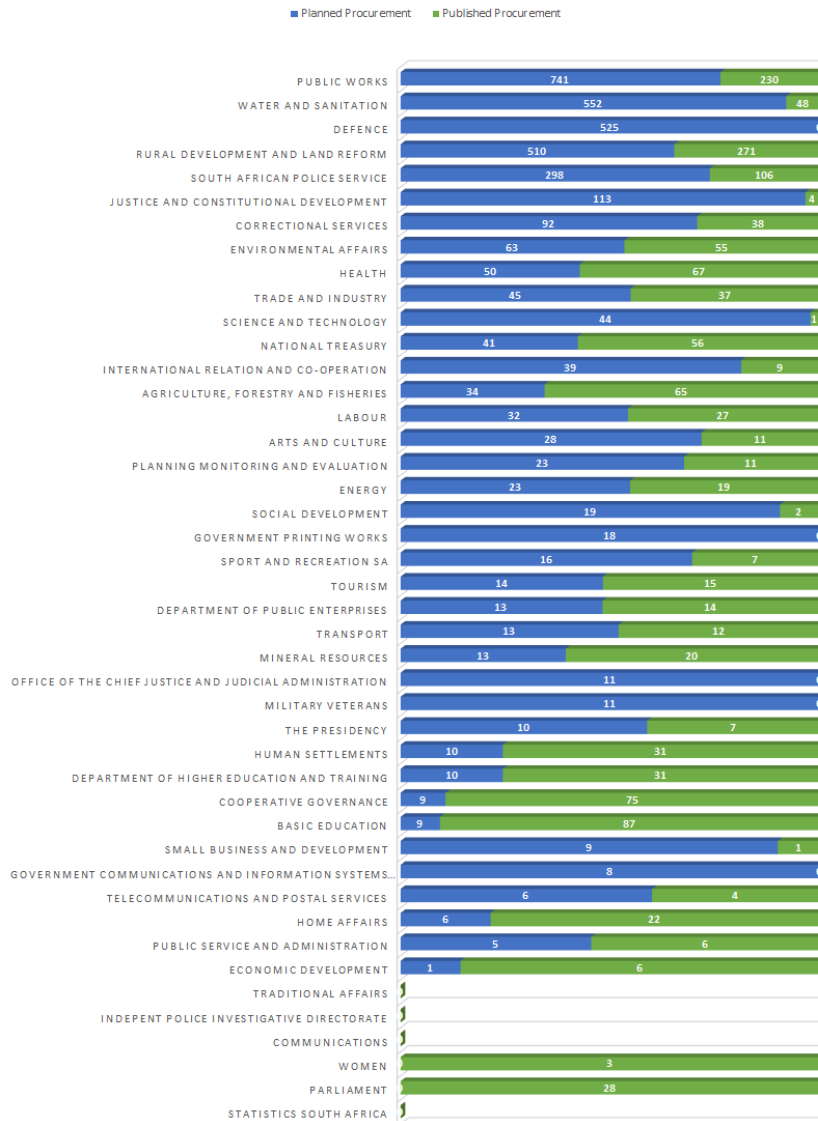


Figure 1

78 of the 212 public entities required to submit procurement plans have not submit procurement plans to the National Treasury in 2017/18 financial year. Figure 2 highlights the top 20 public entities that have not submitted procurement plans but have published tenders on the eTenders platform. Transnet and the South African Post Office are two of the biggest users of the eTenders platform without a procurement plan.

TOP 20 PUBLIC ENTITIES WITH ETENDER PUBLICATIONS AND NO PROCUREMENT PLAN

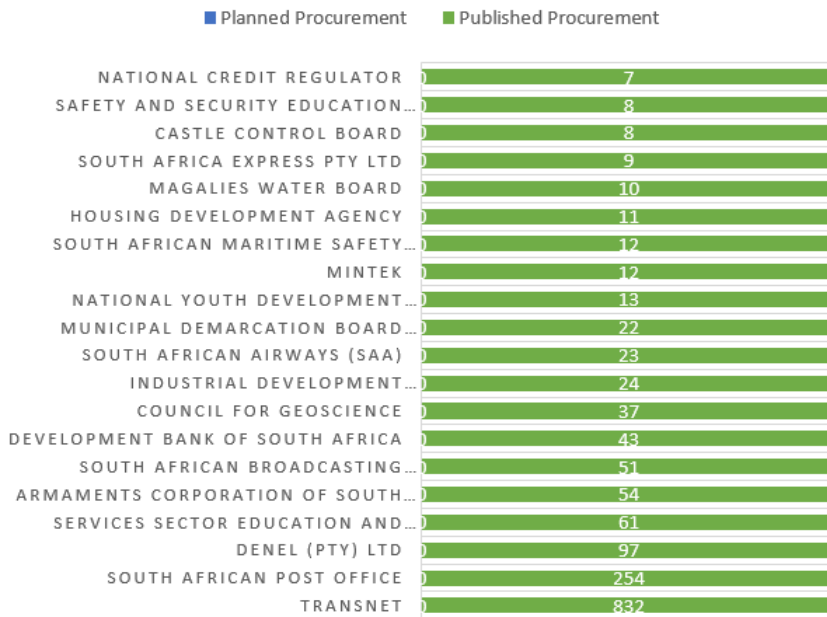


Figure 2

Figure 3 highlight top 20 public entities based on the number of deviations from competitive procurement processes approved.

TOP 20 PUBLIC ENTITIES - DEVIATIONS

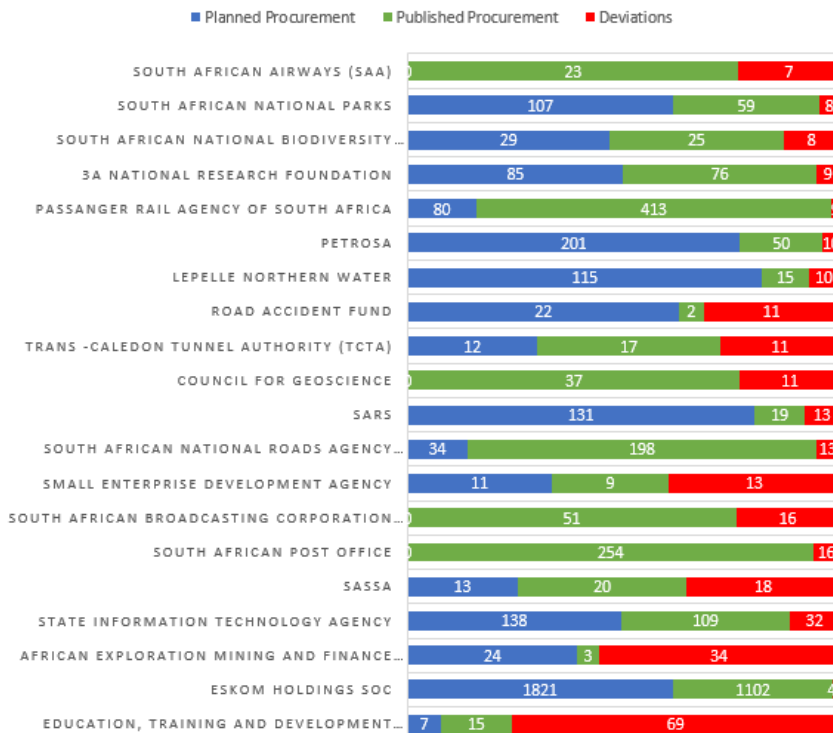


Figure 3

Figure 4 highlights the top 20 national departments based on the number of deviations from competitive procurement processes approved. Departments like Statistics South Africa, Small Business Development and the Government Communications and Information Systems have approved more deviations than planned or published bids.

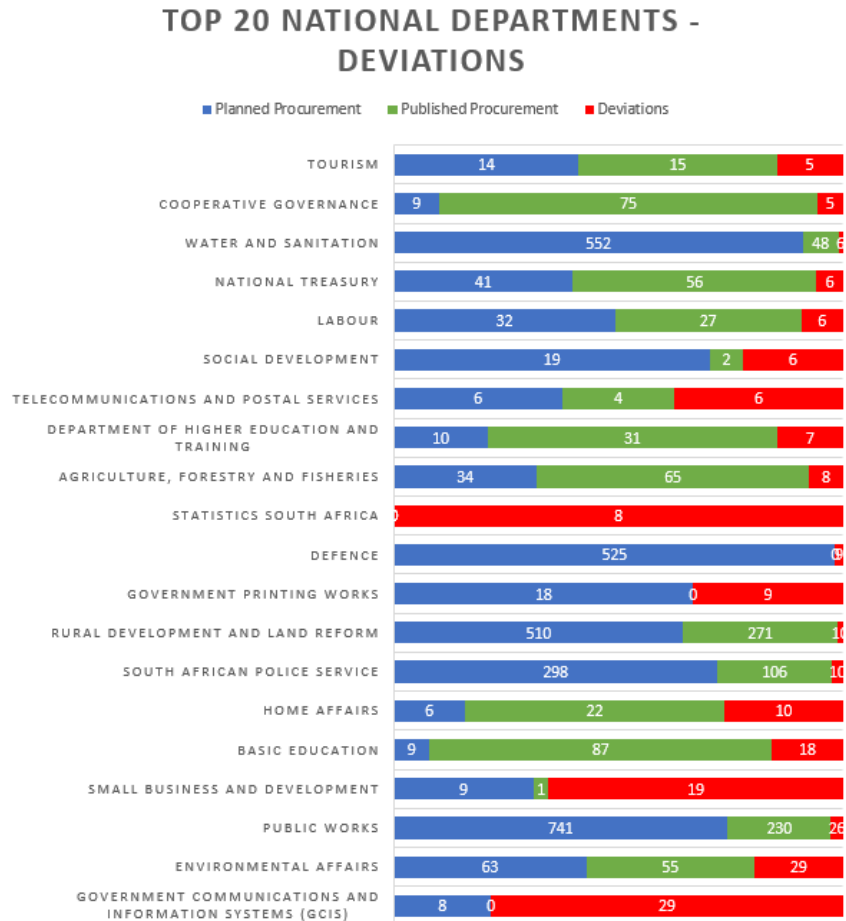


Figure 3

Based on the assessment it is clear that completeness of published information remains a challenge. In addition, the timeliness of the publication of information could be attributed to the submission process that requires plans to be submitted quarterly in excel, consolidated manually and published in a PDF format.

In order to effectively enable transparency pertaining to procurement activities of Organs of State, it is critical to establish an integrated SCM reporting platform. The following minimum elements should be included: procurement plans, instances where Organs of State deviate from competitive procurement processes, tender publications, award information, contracts including amendment and extensions.

The Central Supplier Database

In an effort to simplify government / supplier relations the OCPO introduced the use of a Central Supplier Database where supplier information is captured and verified with all relevant data authorities (SARS, Home Affairs, CIPC, DPSA etc) for use by all organs of state. The

CSD has also been enhanced to validate government employees against supplier record and in so doing red flagging possible conflict of interest. Due to the high level of procurement related fraud, the CSD is also used as a platform where purchase orders placed by National and Provincial government can be verified by a supplier. The result is that suppliers are able to validate if a purchase order issued by a national or provincial department (LOGIS users), are authentic and not fraudulently issued by syndicates.

The centralization of supplier information has not only made it easier for suppliers to register to conduct business with the state, but allowed the OCPO to analyse supplier information against procurement spend with a view to:

- Identify government officials doing business with the state;
- analyse the effect of policy implementations; and
- develop procurement strategies that would improve inclusive economic growth.

Figure 4 and Figure 5 highlights some of the supplier analysis as at 31 January 2018:

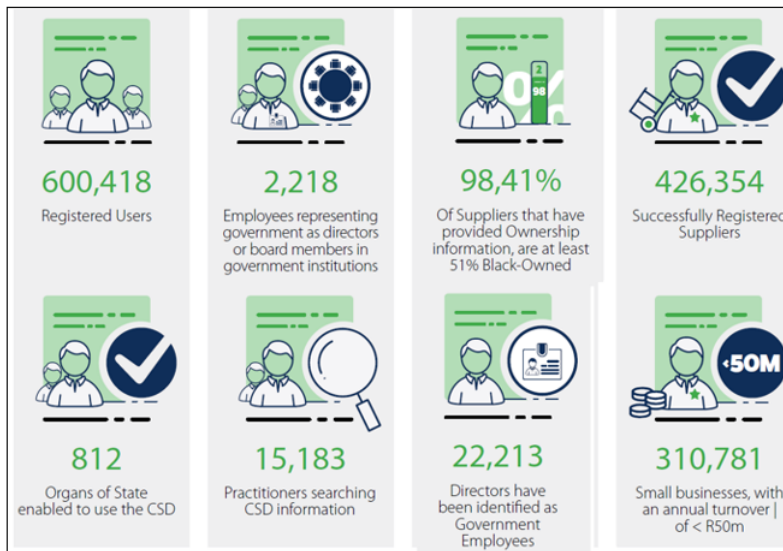


Figure 4

Developing inclusive procurement strategies are dependent on verified up to date supplier information.

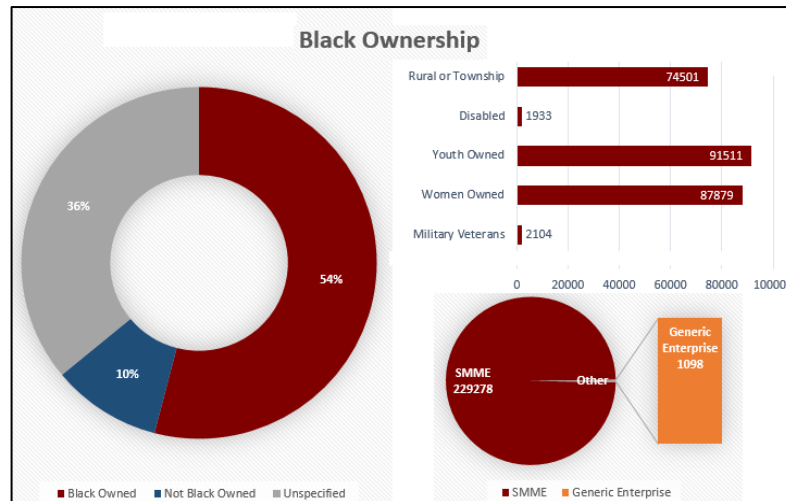


Figure 5

Data Warehouse and Spend Visualization

Spend Analysis can only be fully realised if procurement information is made available through a standardised data and integration platforms.

For Government to fulfil its social responsibility in terms of the channelling of procurement spend to designated groups and the unlocking of economies of scale in specific areas of government spend, a commonly used procurement data standard at transactional level needs to be implemented.

As a first effort to address some of the inefficiencies, the OCPO has initiated a programme that focus on achieving the following objectives:

- Procurement spend visualization
- Data analysis
- Classification and Codification Standard

The programme has yielded remarkable result in a very short space of time to enable transparency and oversight of procurement spend within the National and Provincial spheres of government.

Some of the achievements include but is not limited to:

- Established a data warehouse that host all National and Provincial transaction procurement data from the Basic Accounting System (BAS) and accounting systems from SAPS and DOD (non-strategic spend).
- Monthly spend analysis updates are being made available through Business Intelligence dashboards.
- Supplier, Sector and departmental spend trends are created top inform strategic sourcing

The following graphs highlights some of the analysed spend results as at 31 January 2018:

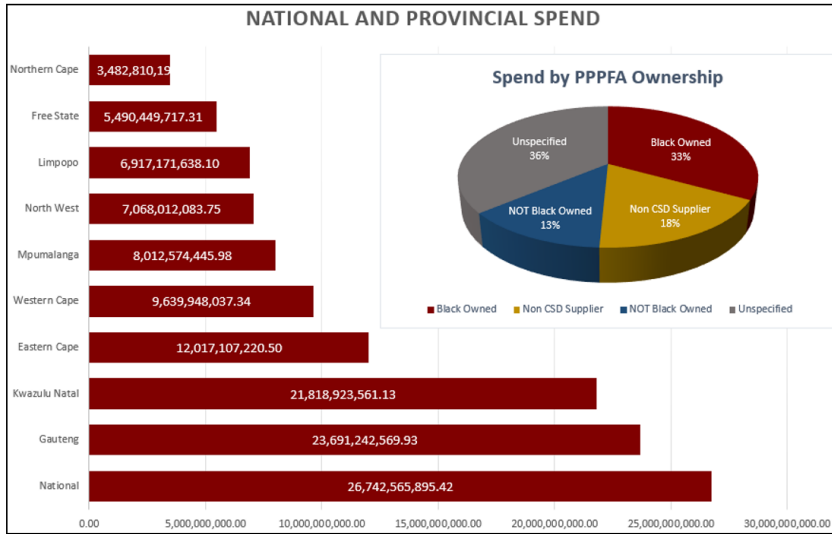


Figure 6

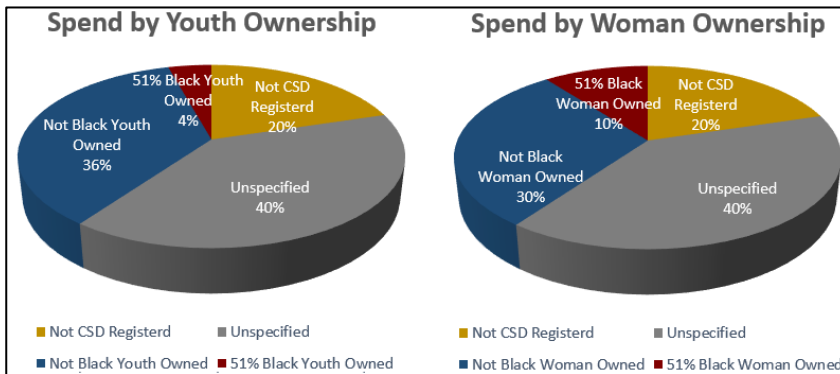


Figure 7

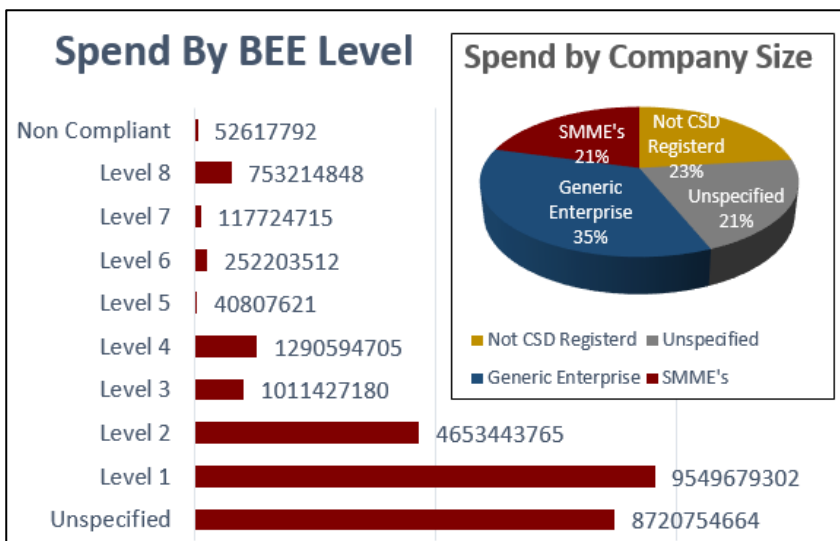


Figure 8

Key to a holistic integrated procurement data warehouse is the establishment of a reporting framework that should inform an internationally aligned open contract data standard and is enabled by an integration platform. The following diagrammed highlights the dependencies of reporting framework and standards.

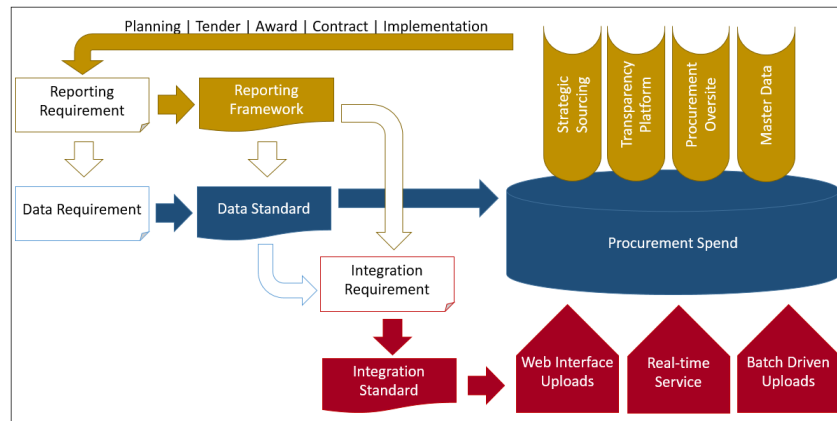


Figure 9

Transparency Platforms

“There’s no going back, and there’s no hiding the information. So let everyone have it.”

— Andrew Kantor

On 1 April 2015 the OCPO launched the eTender Publication Portal that can be accessed at [Http://www.etenders.gov.za](http://www.etenders.gov.za). The eTender Publication portal is managed by the OCPO who sets the policy on content, functionality and coordinates the administration with users at national, provincial and local government level whereas The State Information Technology Agency (SITA) is responsible for the technical support, maintenance and hosting services of the eTender Publication portal.

Some of the key objectives of this initiative was to:

- Centralise all government tender information in a single online repository;
- Provide a tool where South African business and government meet digitally;
- Reduce and eliminate duplication of costs and effort associated with traditional tender publications;
- Improve competition for government business;
- Improve transparency and accountability in relation to government tenders; and
- Support fair, equitable, transparent, competitive and cost-effective procurement in an easy to access, single point of entry, technology driven facility.

The eTender Publication Portal displays all current tender opportunities as well as the contract information of awarded tenders that exceeds the R500 000 threshold for National, Provincial and Public entities and the R200 000 threshold for Local government Institutions . Quarterly procurement schedules are also published indicating what bid

opportunities the national and provincial departments and their related public entities are planning to issue during the next quarter.

Access to the portal is available free of charge and tenders are categorised by department, province and commodity type, making it simple for small, medium and large enterprises to find government opportunities related to them.

Currently the solution has been rolled out to 626 organs of state (List of Publishing Organs attached as Annexure A) and more than 35,512 tenders were published on the platform. The early adoption by some of the big SOE's like Eskom, Transnet, PRASA and the Post office has resulted in huge savings in publication costs. It is estimated that publication cost of up to R700 million per annum could be saved by promulgating a regulation that provides for electronic publication only. The estimated value of tenders published annually on the platform is in excess of R50 Billion.

Based on the usage statistics, more than 1million people have accessed the site to date with an average of 7800 people per day. From a demographic point of view, 45.85% of users accessing the site are female and 61% of users are under the age of 35 years of age. 72.8% of the users return on a regular basis.

Initially the eTender Publication Platform was a helpful tool in identifying government opportunities and access to tender documents free of charge. Due to the high uptake by organs of state and an ever increasing demand for information by suppliers, the platform has outgrown its original design, capability and the capability of the existing technology stack.

Although 626 organs of state have on boarded eTender portal, full compliance remains a concern. Organisations publish bid opportunities - but are reluctant to publish award information. This could be partially contributed to the current legislative prescript that resulted in various publication platforms required to make information available and shortage of resource. Discipline of departments to record and report still remains the biggest contributing factor.

Centralising and integrating all systems on a single platform that include procurement planning, bid advertisements, contracting and operations will go far in enabling a more holistic view of procurement activities. Procurement dashboards can enhance the oversight role of pertaining to public procurement per organisation. The following diagrammed highlights the process of the proposed centralised integrated transparency platform.

Supporting legislation is key in driving the technology reform.

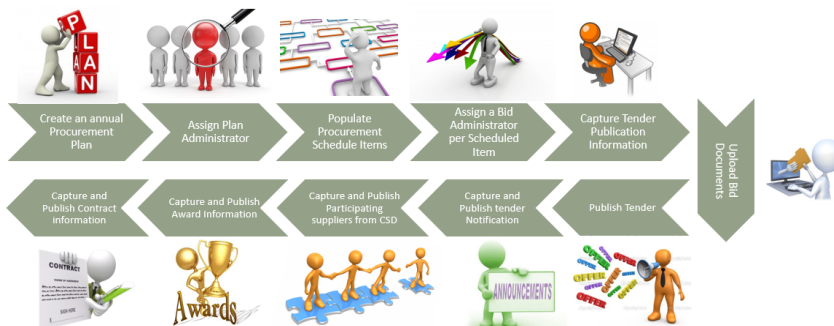


Figure 10

One of the key objectives of the online platform is the ease of doing business with the state. More often than not suppliers have to monitor various publications in order to find opportunities they can bid for. Since they are not privy to what other opportunities are coming they tend to respond to all. Providing suppliers with online procurement plans that can be filtered by industry, province or organ would allow suppliers to identify and plan what opportunities they would be best positioned to respond to which would ultimately result in better tender responses. Mail notification services that would inform suppliers based on their CSD supplier profile of opportunities that is published would also ensure that all potential suppliers are aware of opportunities. This could entice competition and ultimately drive prices down. Automating Standard bidding forms that could be verified against the CSD could also improve accuracy of tender responses.

Without an integrated publication portal, effective oversight still remains a concern. The new integrated transparency platform will provide National and Provincial Treasuries, SCM heads and accounting officers with dashboards on all procurement activities as prescribed by the OCP.

The acquisition of the GCommerce platform by SITA has presented an ideal opportunity to re-platform and integrate the current procurement solutions on a single technology stack that is owned, managed and supported by SITA on behalf of Government. During the last quarter of 2016 the OCPO engaged the Original Software Developer (OSM) to develop an integrated publication platform that would not only reduce duplication, but that also could improve compliance and reporting. User acceptance testing and stakeholder engagement session was conducted to ensure the solution was legislatively aligned as well as functionally aligned to the specification.

In order to ensure minimal impact to users, a phased migration between the current and the new solution needed to be put in place. This resulted in data integration between the two systems. Suppliers will thus be able to view all publication on one platform immaterial of the system used for publishing bid opportunities.

The new solution leverage on the same technology used for the GCommerce buy site and is currently ensuring integration between the current modules and the eTender platform to eliminate double capturing. The OSM has committed to include the new eTender Publication Portal as an official module with their next release and make it available to be used by government.

Some of the limitations to be addressed on the new solution includes but is not limited to:

- Notification services that will notify suppliers of tender opportunities;
- Integrated procurement plans in order to tract tenders from planning to contracting whilst allowing suppliers to better plan; and
- Centralization and integration reducing duplication and enabling integrated reporting.

The Current transparency Statistics

This section of the report summarises the tendering activity of all National and Provincial Department from 1 April 2015 to 1 February 2018 as well as all Local Government and Public Entities from 31 June 2016 to 1 February 2018 as recorded on eTenders and the Contract Registration Application (CRA).

Analysis of Tender Publications

The data used for this section of the report comes solely from eTenders and is fully dependent on the accuracy and availability of information entered in eTenders by Contracting Authorities. The resulting analysis is therefore dependent on the quality and robustness of this source data. The data analysis has been carried out upon the tendering activities of all National and Provincial Departments, Municipalities and related Public Entities.

To date more than 35,510 tenders was published on the Platform by 626 Organs of state. The following graph highlights the distribution between the various spheres of government as well as the distribution of tender opportunities across government. Although the data might point toward slow adopting rates in municipalities, the opposite is true. Since the eTender publication platform was made available to local government on 1 June 2016, 143 municipalities has been successfully on-boarded. Full compliance remains the biggest challenge.

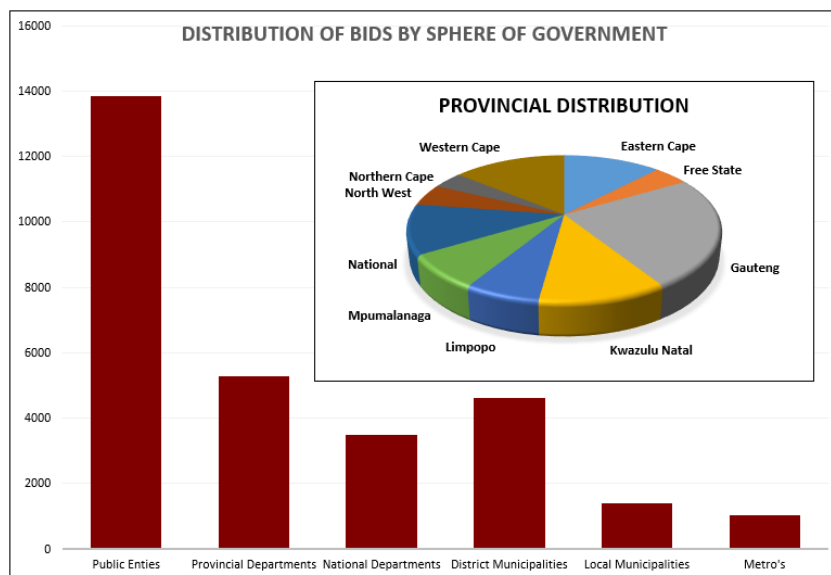


Figure 11

One of the major concerns is the compliance of practitioners when advertising awards with only 15.78% of award information of tenders published. A major concern remains reasons is the currently legislative prescripts that causes duplication Treasury Regulations require publication in the government gazette while Instruction 1 of 2015/16 embraces access through electronic means on eTender portal . Another concern is the number of cancelations of tenders. Although organs of state are complying with the relevant legislation full compliance is still a concern. Numerous opportunities are still published on other platforms like Newspapers,

government gazettes, websites etc. and not on the eTenders portal. The following diagram highlight the current bid by publishing status.

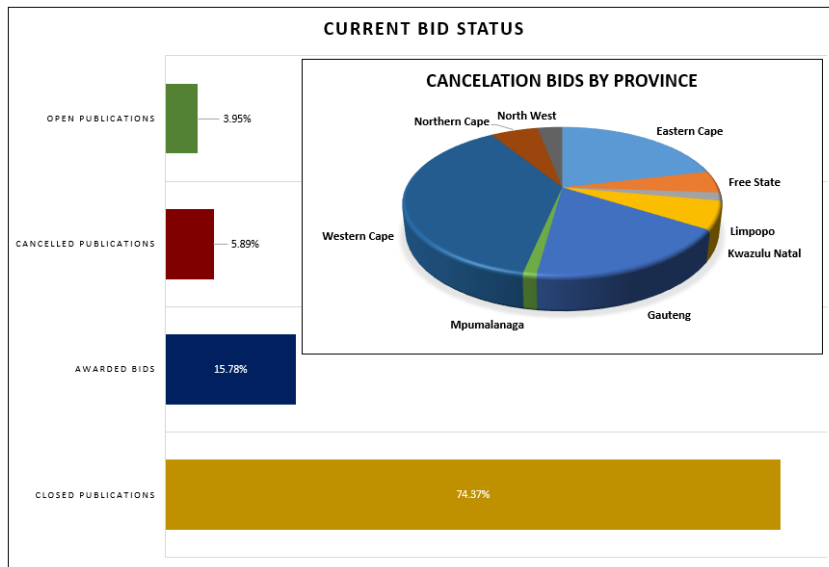


Figure 12

The following diagram highlights the top 20 publishing organs of state. The early adoption by some of the big SOE's like Eskom, Transnet, PRASA and the Post office has resulted in huge publication cost saving. The estimate publication cost that potentially could be saved if the platform was the only official government publication platform is estimated as R700 million annually. The estimated value of tenders published annually on the platform is in excess of R50 Billion.

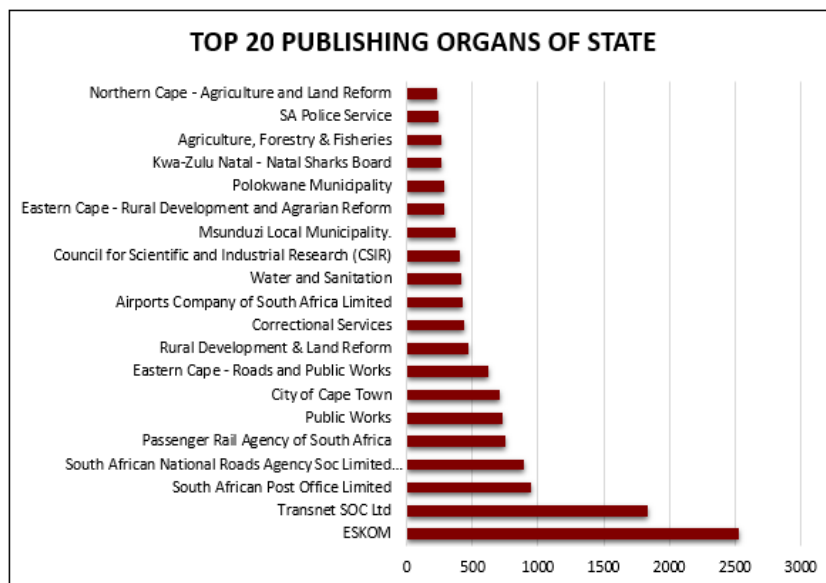


Figure 13

The following diagram highlights the distribution of commodities. The category General Supplies and General Services was used by majority of organs of state during the first 16 Months. A new classification was introduced that allowed for more specific commodities. This will allow for better reporting over the medium term.

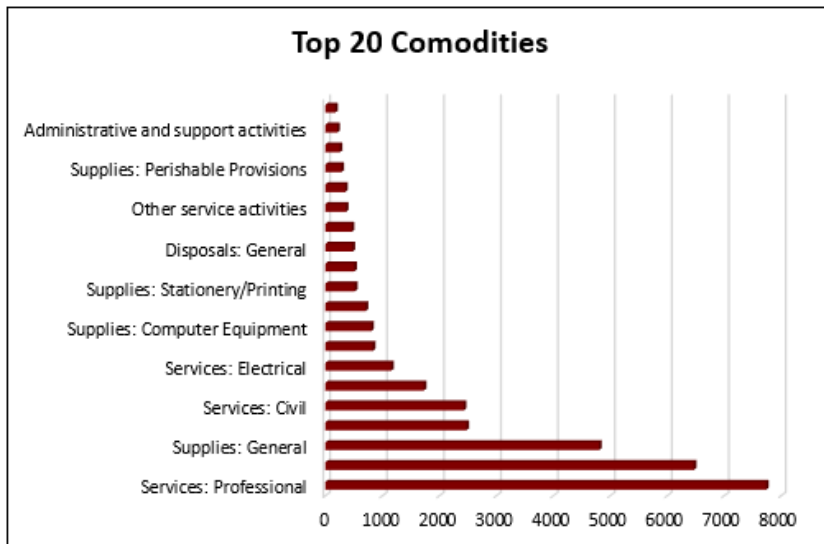


Figure 14

Based on the usage stats more than 1 million people have accessed the site to date with an average of 7800 people per day. Majority of suppliers are based in South Arica with Kenya and the US suppliers being the countries looking for opportunities in South Africa.

The following dashboard highlights the distribution of suppliers in more details.

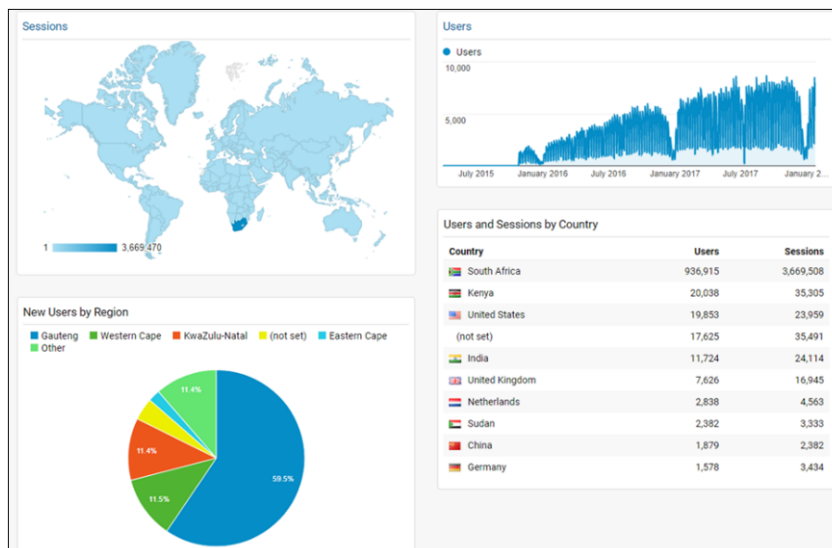


Figure 15

From a demographic point of view 45.85% of the users accessing the site is female and 61% of users are under the age of 35. 72.8% of the users return on a regular basis.

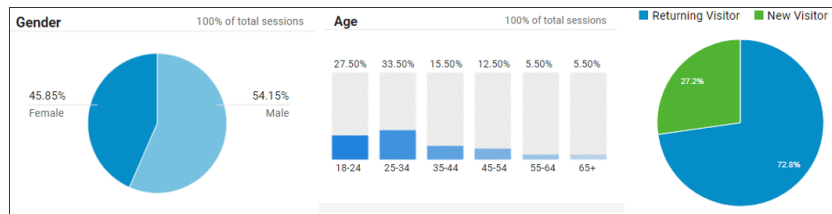


Figure 16

Analysis of Awarded Contract

The data used for this section of the report comes solely from the Contract Registration Application and is fully dependent on the accuracy and availability of information entered by Contracting Authorities. The resulting analysis is therefore dependent on the quality and robustness of this source data. The data analysis has been carried out upon the contracting activities of National and Provincial Departments and is only representing contracting data for the period 1 April 2016 to 30 January 2018. Local Government and Public entities was excluded as part of this analysis

The following graph sets out the proportion of contract awarded in relation to the financial grouping and sourcing processes followed.

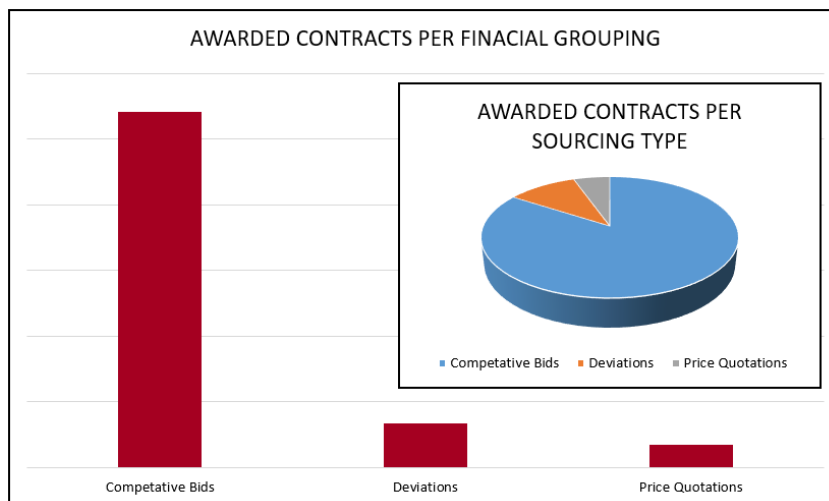


Figure 17

53.48% of contracts are captured as services and 84.03% was awarded by means of a competitive bidding process. What is of concern is the high value of deviation from competitive procurement processes at 10.42%.

The following graph highlights the top 20 commodities that was contracted during the reporting period. It also highlights the allocation based on value to the various BBBEE levels.

This information is key in highlighting potential commodities that could be targeted as defined in the Preferential Procurement Policy Framework PPPFA.

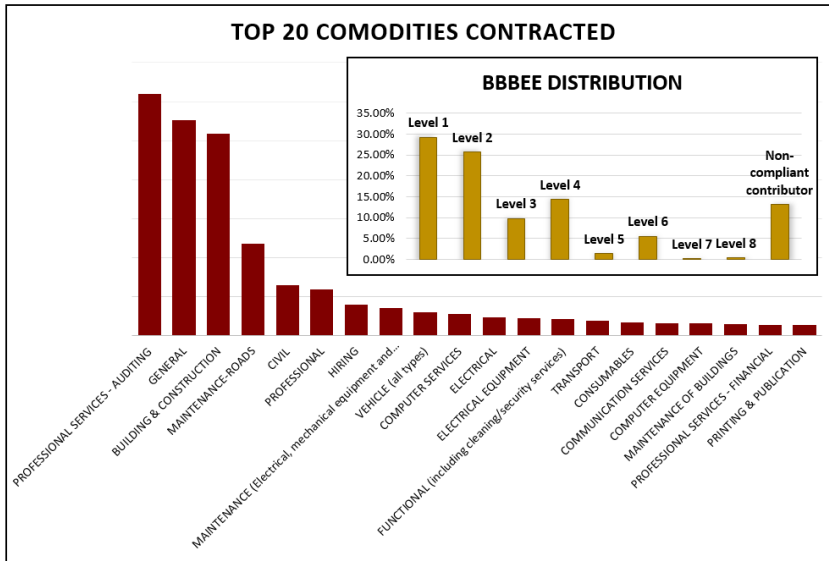


Figure 18

The following graph highlights the top 30 commodities that are contracted with predominantly BBEE level 4 and above supplier.

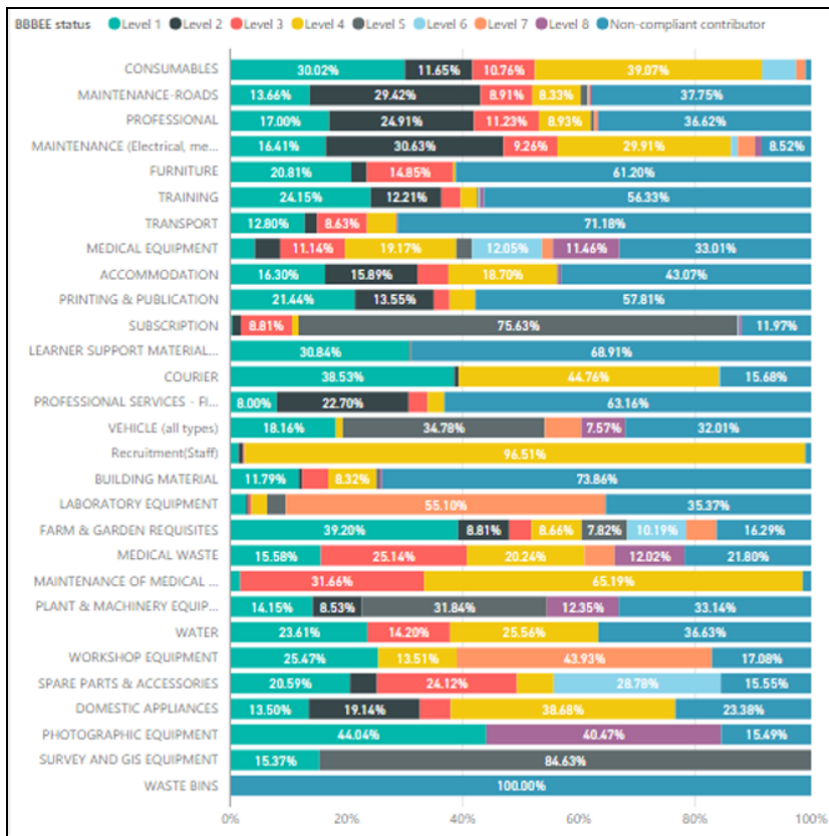


Figure 19

As previously stated the dataset that was used to produce this report was based on the compliance of organs of state to the required legislation. This has also been highlighted as a huge concern especially in relation to the publication of award information.

Essential next steps

Disruptive digital technologies in public procurement and how it impacts on transparency, oversight and efficiency remains the key objective in enabling the SCM reforms. The need for data and integration standards supported by legislation is key to ensure consistent access to data. System integration is the easiest and most cost effective way to reduce duplication and ensure interoperability.

Given the current state of procurement it is essential to focus on the following initiatives that could enable transparency and oversight:

- Develop and promulgate a SCM reporting framework that is inclusive of all procurement activities as legislated and required by oversight units, civil society and suppliers alike.
- Develop an open contacting data standard that support the reporting framework and deals with all procurement processes including but not limited to procurement planning, budgeting, sourcing, contracting and operations.
- Formalise master data standards especially focussing on a supplier master, an item master, contract master and organisation master in order to enable consistent spend analysis.
- Deploy the integrated transparency platform to all organs of state and enforce compliance through legislative prescripts.
- Formalise integration standards and enabling platforms to allow seamless system to system integration and thus reducing duplication or double capturing.
- Expose data to relevant stakeholders though the smart use of technology. Open data platforms, web applications and business intelligence dashboards are just some of the solutions that should be developed and enhanced.

Conclusion

South Africa is well positioned to embrace SCM reforms and to use technology as the catalyst to drive change. Introducing open data standards and platforms that enable integration and improve transparency is critical in order to improve government procurement. A key dependency would be adoption of standards by all stakeholders before the full benefit transpire. Political will, communication and continued collaboration is key to the success of implementation of this nature.

A modernised legislative framework for public procurement is vital to achieving the objectives of a developmental State as depicted in the National Development Plan. Disruptive digital technologies in public sector procurement and how it impacts on transparency, oversight and efficiency remains the key objective in enabling the SCM reforms.

Rolling out the centralised integrated transparency platform is the quickest way of ensuring access to all procurement data which would build supplier confidence, enable oversight and inform strategic sourcing initiatives.

ANNEXURE A

List of Publishing Organs of the State:

Eastern Cape:

Metro's

Buffalo City Metropolitan Municipality

Nelson Mandela Bay Metropolitan Municipality

District Municipalities

Alfred Nzo District Municipality

Amathole District Municipality

Chris Hani District Municipality

Joe Gqabi District Municipality

OR Tambo District Municipality

Sarah Baartman District Municipality

Local Municipalities

Blue Crane Route Local Municipality

Elundini Local Municipality

Engcobo Local Municipality

Enoch Mgijima Local Municipality

Great Kei Local Municipality

Intsika Yethu Local Municipality

King Sabata Dalindyebo Local Municipality

Kouga Local Municipality

Kou-Kamma Local Municipality

Makana Local Municipality

Matatiele Local Municipality

Mbhashe Local Municipality

Mbizana Local Municipality

Mhlontlo Local Municipality

Ntabankulu Local Municipality

Nyandeni Local Municipality

Port St Johns Local Municipality

Sakhisizwe Local Municipality

Senqu Local Municipality
Sundays River Valley Municipality
Umzimvubu Local Municipality

Provincial Departments

Eastern Cape Department of Education
Eastern Cape Department of Health
Eastern Cape Department of Human Settlements
Eastern Cape Department of Local Government and Traditional Affairs
Eastern Cape Office of the Premier
Eastern Cape Provincial Treasury
Economic Development Environmental Affairs & Tourism
The Eastern Cape - Socio Economic Consultative Council
The Eastern Cape Department of Roads and Public Works
The Eastern Cape Department of Rural Development and Agrarian Reform
The Eastern Cape Department of Safety and Liaison
The Eastern Cape Department of Sport, Recreation, Arts and Culture
The Eastern Cape Department of Transport
The Eastern Cape Provincial Legislature
The Eastern Cape Social Development and Special Programmes

Public Entities

Amatola Water Board
Cacadu Development Agency
COEGA Development Corporation
East London Industrial Development Zone Corporation
Eastern Cape Appropriate Technology Unit (ecatu)
Eastern Cape Gambling and Betting Board (ECGBB)
Eastern Cape Parks and Tourism Agency (ECPTA)
Eastern Cape Provincial Arts and Culture Council (ECPACC)
Eastern Cape Rural Development Agency
Eastern Cape Socio-Economic Consultative Council (ECSECC)
Eastern Cape Youth Commission
Ikhala Public Tvet College
Mandela Bay Development Agency (MBDA)

Mayibuye Transport Corporation (MTC)
The East London Industrial Development Zone
The Eastern Cape Development Corporation (ECDC)
The Eastern Cape Liquor Board (ECLB)
The Eastern Cape Rural Finance Corporation (ECRFC)

Free State:

Metro's

Mangaung Metropolitan Municipality

District Municipalities

Lejweleputswa District Municipality

Xhariep District Municipality

Local Municipalities

Kopanong Local Municipality

Letsemeng Local Municipality

Mafube Local Municipality

Maluti-a-Phofung Local Municipality

Masilonyana local Municipality

Matjhabeng Local Municipality

Mohokare Local Municipality

Moqhaka Local Municipality

Tswelopele Local Municipality

Provincial Departments

Free State - Agriculture and Rural Development

Free State - Legislature

Free State - Office of the Premier

Free State - Police, Roads and Transport

Free State - Provincial Treasury

Free State - Public Works

Free State Department of Cooperative Governance, Traditional Affairs & Human Settlements

Free State Department of Economic, Small Business Development, Tourism and Environmental Affairs

Free State Department of Education

Free State Department of Health

Free State Department of Social Development

Free State Department of Sports, Arts, Culture and Recreation

The Free State Department of Police, Roads and Transport

Public Entities

Bloem Water

Centlec (SOC) Ltd

FREE STATE GAMBLING & LIQUOR AUTHORITY (FSGLA)

Free State Tourism Authority (FSTA)

Maluti-A-Phofung Special Economic Zone

The Free State Development Corporation (FDC)

Gauteng:

Metro's

City of Ekurhuleni

City of Johannesburg Metropolitan Municipality

City of Tshwane Metropolitan Municipality

District Municipalities

Sedibeng District Municipality

West Rand District Municipality

Local Municipalities

Emfuleni Local Municipality

Lesedi Local Municipality

Merafong Local Municipality

Midvaal Local Municipality

Rand West Local Municipality

Provincial Departments

Department of e-Government

Department of Sport, Arts, Culture & Recreation

Gauteng Department of Agriculture and Rural Development

Gauteng Department of Community Safety

Gauteng Department of Co-operative Governance & Traditional Affairs (COGTA)

Gauteng Department of Economic Development

Gauteng Department of Education

Gauteng Department of Human Settlements

Gauteng Department of Roads and Transport

Gauteng Department of Social Development

Gauteng Office of the Premier

Gauteng Province Provincial Treasury

Gauteng Provincial Legislature

Public Entities

Blue IQ Investment Holdings (Pty) Ltd

Ditsong Museums of South Africa

Ekurhuleni West Technical, Vocational, Education and Training College (EWC)

Gauteng Department of Health

Gauteng Department of Infrastructure Development

Gauteng Economic Development Agency

Gauteng Enterprise Propeller

Gauteng Gambling Board

Gauteng G-Fleet Management

Gauteng Infrastructure Financing Agency (GIFA)

Gauteng Partnership Fund

Gauteng Tourism Authority

Gautrain Management Agency

GCRA - Gauteng City Region Academy

Johannesburg City Parks and Zoo

Johannesburg Development Agency

Johannesburg Market

Johannesburg Metropolitan Bus Services (SOC) Ltd

Johannesburg Water

Pick it up

The East Rand Water Care Company (ERWAT)

Kwazulu-Natal:

District Municipalities

Amajuba District Municipality

King Cetshwayo District Municipality

King Cetshwayo District Municipality (previously uThungulu District Municipality)

uMgungundlovu District Municipality

Umzinyathi District Municipality

Zululand District Municipality

Local Municipalities

Abaqulusi Local Municipality

Big Five Hlabisa Local Municipality

Dannhauser Local Municipality

eDumbe Local Municipality

e-Dumbe Local Municipality

eMadlangeni Local Municipality

Greater Kokstad Local Municipality

Kwadukuza Local Municipality

Mkhambathini Local Municipality

Msinga Local Municipality

Mtubatuba Local Municipality

Ndwedwe Local Municipality

Newcastle Local Municipality

Nquthu Local Municipality

Ray Nkonyeni Local Municipality

Ubuhlebezwe Local Municipality

Ulundi Local Municipality

uMfolozi Local Municipality

Umhlabuyalingana Local Municipality

uMhlathuze Local Municipality

uMlalazi Municipality

Umngeni Local Municipality

uMshwathi local Municipality

Umuziwabantu Local Municipality

Umvoti Local Municipality

Umzimkhulu Local Municipality

Umzumbe Local Municipality

Provincial Departments

Agriculture Environmental Affairs and Rural Development
Cooperative Governance and Traditional Affairs (KZNCOGTA)
Department of Arts and Culture
Department of Community Safety and Liaison
Department of Education
Department of Human Settlements
Economic Development, Tourism and Environmental Affairs
Kwazulu Natal Department of Health
Local Government and Traditional Affairs
Office of the Premier
Provincial Legislature
Provincial Treasury
Public Works
Social Development
Sport and Recreation
Transport

Public Entities

Agri-Business Development Agency
Amafa AkwaZulu Natali
Cowslip Investments (Pty) Ltd
Dube TradePort Corporation
Ezemvelo KwaZulu-Natal Wildlife
Harry Gwala Development Agency (PTY) LTD
Ingonyama Trust Board
iSimangaliso Wetland Park
Ithala Development Finance Corporation
KwaZulu-Natal Film Commission
KwaZulu-Natal Gambling Board
KwaZulu-Natal Gaming and Betting Board
KwaZulu-Natal House of Traditional Leaders
KwaZulu-Natal Liquor Authority
KwaZulu-Natal Museum

KwaZulu-Natal Sharks Board
KwaZulu-Natal Tourism Authority
Mjindi Farming (Pty) Ltd
Moses Kotane Institute
Mpendle-Ntambanana Agricultural Company (Pty) Ltd
Royal Household Trust
The KwaZulu-Natal Provincial Planning Commission (KZN PPC)
Tourism Kwazulu-Natal
Trade & Investment KwaZulu-Natal
uMsekeli Municipal Support Services

Limpopo:

District Municipalities

Capricorn District Municipality
Mopani District Municipality
Vhembe District Municipality
Waterberg District Municipality

Local Municipalities

Blouberg Local Municipality
Collins Chabane Local Municipality
Ephraim Mogale Local Municipality
Greater Giyani Local Municipality
Greater Tzaneen Municipality
Lepelle-Nkumpi Local Municipality
Makhado Local Municipality
Maruleng local Municipality
Mogalakwena Local Municipality
Molemole Local Municipality
Musina Local Municipality
Polokwane Local Municipality
Roads Agency Limpopo
Thulamela Local Municipality

Provincial Departments

Department of Agriculture and Rural Development

Department of Cooperative Governance, Human Settlements and Traditional Affairs

Department of Economic Development, Environment and Tourism

Department of Education

Department of Safety, Security and Liaison

Limpopo - Limpopo Agribusiness Development Corporation

Limpopo - Sport Arts and culture

Limpopo Department of Health

Limpopo Department of Public Works, Roads and Infrastructure

Limpopo Legislature

Local Government and Housing

Office of the Premier

Provincial Treasury

Roads and Transport

Social Development

Trade and Investment

Public Entities

Gateway Airport Authority Limited

Lepelle Northern Water

Limpopo Appeal Tribunals

Limpopo Business Support Agency (Libsa)

Limpopo Development Enterprise

Limpopo Development Tribunals

Limpopo Economic Development Agency (LEDA)

Limpopo Gambling Board

Limpopo Housing Board

Limpopo Liquor Board

Limpopo Local Business Centers

Limpopo Panel of Mediators

Limpopo Planning Commission

Limpopo Tourism Agency

Mpumalanga:

District Municipalities

Ehlanzeni District Municipality

Gert Sibande District Municipality

Nkangala District Municipality

Local Municipalities

Bushbuckridge Local Municipality

Chief Albert Luthuli Municipality

Dipaliseng local Municipality

Emakhazeni Local Municipality

Emalahleni Local Municipality

Lekwa Local Municipality

Mbombela Local Municipality

Mkhondo Local Municipality

Msunduzi Local Municipality

Nkomazi Local Municipality

Steve Tshwete Local Municipality

Thaba Chweu Local Municipality

The Dr. Pixley Ka Isaka Seme Local Municipality

Thembisile Hani Local Municipality

Victor Khanye Local Municipality

Provincial Departments

Agriculture, Rural Development, Land and Environmental Affairs

Community Safety Security and Liaison

Cooperative Governance and Traditional Affairs

Culture Sport and Recreation

Economic Development and Tourism

Education

Human Settlements

Mpumalanga Department of Health

Mpumalanga Economic Growth Agency (MEGA)

Mpumalanga Gambling Board (MGB)

Mpumalanga Regional Training Trust (MRTT)

Mpumalanga Social Development

Mpumalanga Tourism and Parks Agency (MTPA)

Office of the Premier

Provincial Legislature

Provincial Treasury

Public Works Roads and Transport

Public Entities

Inkomati Catchment Management Agency (IUCMA)

Mpumalanga Economic Growth Agency

Mpumalanga Housing Finance Company

Mpumalanga Tourism and Parks Agency (MTPA)

Mpumalanga - Mpumalanga Agricultural Development Corporation

University of Mpumalanga

North West:

District Municipalities

Bojanala Platinum District Municipality

Dr Kenneth Kaunda District Municipality

Dr Ruth Segomotsi Mompati District Municipality

Ngaka Modiri Molema District Municipality

Local Municipalities

City Of Matlosana

Greater Taung Local Municipality

JB Marks Local Municipality

Kagisano-Molopo Local Municipality

Kgetlengrivier Local Municipality

Mahikeng Local Municipality

Moses Kotane Local Municipality

Ratlou Local Municipality

Rustenburg Local Municipality

Ventersdorp/Tlokwe LM 405

Provincial Departments

Department of Community Safety and Transport Management

Department of Culture, Arts and Traditional Affairs

Department of Economy and Enterprise Development

Department of Education and Sport Development

Department of Finance

Department of Local Government and Human Settlements

Department of Public Works and Roads

Department of Rural, Environment and Agriculture Development

Department of Social Development

Department of Tourism

North West - Department of Rural, Environment and Agriculture Development

North West - Office of the Premier

North West Department of Health

Public Entities

Directorate for Entrepreneurial Development

Dr. Kenneth Kaunda District Municipality Economic Agency

Invest North West

Mafikeng Industrial Development Zone (Pty) Ltd

Mmabana Arts, Culture and Sports Foundation

North West - Provincial Council on Aids

North West Development Corporation (NWDC)

North West Gambling Board

North West Housing Corporation

North West Parks and Tourism Board

North West Transport Investment (Pty) Ltd

North West Youth Development Trust

Northern Cape:

District Municipalities

Frances Baard District Municipality

Francis Baard District Municipality

John Taolo Gaetsewe District Municipality

NamaKwa District Municipality

Pixley Ka Seme District Municipality

ZF Mgcawu District Municipality

Local Municipalities

Dawid kruiper Local Municipality

Dikgatlong Local Municipality
Emthanjeni Local Municipality
Gamagara Local Municipality
Ga-Segonyana Local Municipality
Hantam Local Municipality
Inxuba Yethemba Local Municipality
Joe Morolong Local Municipality
Kamiesberg Local Municipality
kareeberg Local Municipality
Karoo Hoogland Local Municipality
Kgatelopele Local Municipality
Khai/Garib Local Municipality
Khai-Ma Local Municipality
Kheis Local Municipality
Magareng Local Municipality
Nama Khoi Local Municipality
Phokwane Local Municipality
Renosterburg Local Municipality
Richtersveld Local Municipality
Siyancuma Local Municipality
Siyathemba Local Municipality
Solplaatje Local Municipality
Thembelihle Local Municipality
Tsantsabane Local Municipality
Ubuntu Local Municipality
Umsobomvu Local Municipality

Provincial Departments

Agriculture and Land Reform
Cooperative Governance Human Settlement and Traditional Affairs
Department of Environment and Nature Conservation
Department of Provincial Treasury
Economic Development and Tourism
Education

Northern Cape - Office of the Premier

Northern Cape Department of Health

Provincial Legislature

Roads and Public works

Social Development

Sport Arts and Culture

Transport Safety and Liaison

Public Entities

Kalahari Kid Corporation

Northern Cape Economic Development, Trade and Investment Promotion Agency (NCEDA)

Northern Cape Gambling Board

Northern Cape Liquor Board

Northern Cape Tourism Authority

Western Cape:

Metro's

City of Cape Town

District Municipalities

Cape Winelands District Municipality

Central Karoo District Municipality

Eden District Municipality

Overberg District Municipality

West Coast District Municipality

Local Municipalities

Beaufort West Local Municipality

Bergrivier Local Municipality

Bitou Local Municipality

Breede Valley Local Municipality

Cape Agulhas Local Municipality

Cederberg Local Municipality

Drakenstein Local Municipality

George Local Municipality

Hessequa Local Municipality

Kannaland Local Municipality
Knysna Local Municipality
Laingsburg Local Municipality
Langeberg Local Municipality
Matzikama local Municipality
Mossel Bay local Municipality
Oudtshoorn Local Municipality
Overstrand Local Municipality
Prince Albert Local Municipality
Saldanha Bay Local Municipality
Stellenbosch Local Municipality
Swartland local Municipality
Swellendam Local Municipality
Theewaterkloof Local Municipality
Witzenberg Local Municipality

Provincial Departments

Agriculture
Community Safety
Cultural Affairs and Sport
Economic Development and Tourism
Education
Environmental Affairs and Development Planning
Human Settlements
Local Government
Office of the Premier
Provincial Treasury
Social Development
Transport and Public Works
Western Cape Department of Health
Western Cape Provincial Parliament

Public Entities

Cape Agency for Sustainable Integrated Development in Rural Areas
Cape Town International Convention Centre

Casidra (Pty) Ltd
Die Afrikaanse Taal Museum
Iziko South African Museum
The Artscape Theatre Centre
The Breede-Gouritz water management area (WMA)
Western Cape - Destination Marketing Organisation
Western Cape - Saldanha Bay Industrial Development Zone
Western Cape Commissioner for the Environment
Western Cape Cultural Commission
Western Cape Gambling and Racing Board
Western Cape Investments and Trade Promotion Agency
Western Cape Language Committee
Western Cape Liquor Board
Western Cape Nature Conservation Board
Western Cape Provincial Development Council

National:

National Departments

Agriculture, Forestry & Fisheries (AgriFF)
Agriculture, Forestry & Fisheries (DAFF)
Cooperative Governance & Traditional Affairs
Defence and Military Veterans
Department Higher Education And Training
Department of Agriculture, Forestry and Fisheries
Department of Arts and Culture
Department of Communications
Department of Energy
Department of Environmental Affairs
Department of Health
Department of Home Affairs
Department of Human Settlements
Department of International Relations and Cooperation
Department of Justice and Constitutional Development
Department of Labour

Department of Women

Department: Correctional Services

Government Pensions Administration Agency (GPAA)

Home | Government Communication and Information System (GCIS)

Mineral Resources

National Treasury

Parliament of the Republic of South Africa

Performance Monitoring and Evaluation

Planning, Monitoring and Evaluation

Public Enterprises

Public Service & Administration

Public Works

Rural Development & Land Reform

SA Police Service (SAPS)

Science & Technology (DST)

Small Business Development

Social Development

Sport & Recreation South Africa

Telecommunications and Postal Services

The Department of Basic Education

The Department of Defence

The Department of Economic Development

The Presidency

Tourism

Trade & Industry (the dti)

Transport

Water and Sanitation

Public Entities

Academy of Science of South Africa

Accounting Standards Board (ASB)

Africa Institute of South Africa (AISA)

African Exploration Mining and Finance Corporation Soc Ltd

African Renaissance and International Cooperation Fund (ARF)

Agricultural Research Council (ARC)
Agricultural Sector Education and Training Authority (AgriSETA)
Air Chefs Soc Ltd
Airports Company South Africa (ACSA)
Alexkor Limited
Armaments Corporation of South Africa (ARMSCOR)
Automotive Industry Development Centre (AIDC)
Autopax Passenger Services (SOC) Ltd
Botshelo Water
Boxing South Africa (BSA)
Brand South Africa
Broadband Infracore SOC
Bushbuckridge Water Board
CEF SOC Ltd
Chemical Industries Education and Training Authority (CHIETA)
Civilian Secretariat for Police Service
Community Schemes Ombud Service (SCOS)
Companies And Intellectual Property Commission (CIPC)
Companies Tribunal
Compensation Fund
Competition Commission South Africa
Competition Tribunal South Africa
Construction Industry Development Board
Co-operatives Banks Development Agency
Denel SOC
Driving Licence Credit Card Trading Entity
EDI Holdings (Pty) Ltd
Education Labour Relations Council (ELRC)
Education, Training and Development Practices SETA (ETDP)
Electoral Commission of South Africa (IEC)
Energy and Water Sector Education and Training Authority (EWSETA)
ESKOM HLD SOC LTD
Export Credit Insurance Corporation of South Africa SOC LTD

Fiber Processing Manufacturing Sector Education and Training Authority
Film and Publication Board
Financial and Accounting Services SETA(Fasset)
Financial and Fiscal Commission
Financial Intelligence Centre (FIC)
Financial Services Board
Food and Beverage Manufacturing Industry Sector Education and Training Authority (FoodBev SETA)
Freedom Park Trust
Health and Welfare Sector Education and Training Authority (HWSETA)
Housing Development Agency
Human Sciences Research Council (HSRC)
Inala Farms (Pty) Ltd
Independent Communications Authority of South Africa (ICASA)
Independent Development Trust
Independent Police Investigative Directorate
Independent Regulatory Board for Auditors (IRBA)
Industrial Development Corporation of SA
Insurance Sector Education and Training Authority
Interfront
Johannesburg Road Agency (JRA)
King Hintsa College
Komatiland Forests (SOC) Ltd (SAFCOL)
Land and Agricultural Development Bank of South Africa
Legal Aid South Africa
Local Government Education and Training Authority (LGSETA)
Luthuli Museum
Magalies Water
Mango Airlines Soc Ltd
Manufacturing, Engineering and Related Services Education and Training Authority (MERSETA)
Marine Living Resources Fund
Market Theatre Foundation
Media Development Diversity Agency (MDDA)

Media, Information and Communication Technologies Sector Education and Training Authority

Medical Research Council of South Africa (SAMRC)

Mhlathuze Water

Mine Health and Safety Council (MHSC)

Mining Qualifications Authority

Mintek (Council for Mineral Technology)

Msunduzi Museum

Municipal Demarcation Board

Municipal Infrastructure Investment Unit

Municipal Infrastructure Support Agent (MISA)

Namaqua Water Board

National Agricultural Marketing Council (NAMC)

National Arts Council of South Africa (NAC)

National Consumer Commission (NCC)

National Consumer Tribunal

National Credit Regulator (NCR)

National Development Agency

National Economic Development and Labour Council (NEDLAC)

National Electronic Media Institute of South Africa (NEMISA)

National Empowerment Fund

National Energy Regulator of South Africa (NERSA)

National English Literary Museum

National Film and Video Foundation of South Africa

National Gambling Board of South Africa

National Health Laboratory Service

National Heritage Council of South Africa

National Home Builders Registration Council (NHBRC)

National Housing Finance Corporation Limited (NHFC)

National Library of South Africa

National Lotteries Board

National Metrology Institute of South Africa

National Museum, Bloemfontein

National Nuclear Regulator

National Prosecuting Authority (NPA)
National Radioactive Waste Disposal Institute
National Regulator for Compulsory Specifications
National Research Foundation
National School of Government
National Skills Fund
National Student Financial Aid Scheme (NSFAS)
National Urban Reconstruction and Housing Agency (NURCHA)
National Youth Development Agency
Ncera Farms (Pty) Ltd
Ncome Museum
Nelson Mandela National Museum
Office of Health Standards Compliance (OHSC)
Office of the Chief Justice
Office of the Ombud for Financial Service Providers
Office of the Pension Funds Adjudicator
Onderstepoort Biological Products Limited
ORBIT TVET College
Overberg Water
Pan South African Language Board (PANSALB)
Passenger Rail Agency of South Africa
Passenger Rail Agency of South Africa (PRASA)
Pelladrift Water Board
Performing Arts Council of the Free State (PACOFS)
Perishable Products Export Control Board (PPECB)
Petroleum Agency SA
Ports Regulator of South Africa
Private Security Industry Regulatory Authority (PRiSA)
Productivity SA
Public Administration Leadership & Management Academy
Public Investment Corporation Limited (PIC)
Public Protector South Africa
Public Service Commission

Public Service Sector Education and Training Authority (PSETA)
Quality Council for Trades and Occupations
Railway Safety Regulator
Rand Water
Richards Bay Industrial Development Zone
Road Accident Fund
Road Traffic Infringement Agency
Road Traffic Management Corporation
Robben Island Museum
Rural Housing Loan Fund
SA Bureau of Standards (SABS)
SA Revenue Service (SARS)
Safety and Security Education and Training Authority (SASSETA)
Sandspruit Works Association
SASRIA
Sasria Limited
Sedibeng Water
Sentech Soc Limited
Servcon Housing Solutions (Pty) Ltd
Services Sector Education and Training Authority (Services SETA)
SKA SA – Square Kilometre Array
Small Enterprise Development Agency (Seda)
Small Enterprise Finance Agency
Small Enterprise Finance Agency (SOC) Ltd
Social Housing Regulatory Authority
South African Airways
South African Airways (Pty) Limited
South African Astronomical Observatory (NRF)
South African Broadcasting Corporation Limited
South African Bureau of Standards (SABS)
South African Civil Aviation Authority
South African Council for Educators
South African Diamond and Precious Metals Regulator

South African Environmental Observation Network (SAEON)
South African Express (Pty) Limited
South African Forestry Company Limited
South African Heritage Resources Agency
South African Institute for Drug-free Sport
South African International Marketing Council Trust / Brand South Africa
South African Library for the Blind
South African Local Government Association
South African Maritime Safety Authority
South African National Accreditation System (SANAS)
South African National AIDS Council (SANAC)
South African National Biodiversity Institute
South African National Energy Development Institute
South African National Parks
South African National Roads Agency Limited
South African National Roads Agency Soc Limited (SANRAL)
South African National Space Agency
South African Nuclear Energy Corporation Limited
South African Post Office Limited
South African Qualifications Authority
South African Revenue Service
South African Social Security Agency
South African Tourism
South African Weather Service
Special Investigation Unit
State Diamond Trader
State Information Technology Agency (SITA)
State Security Agency
Statistics South Africa
Technology Innovation Agency
Telkom SA Limited
The Banking Sector Education and Training Authority (BANKSETA)
The Castle Control Board (CCB)

The Centre for Public Service Innovation (CPSI)
The Commission for Conciliation, Mediation and Arbitration (CCMA)
The Construction Education and Training Authority (CETA)
The Council for Geoscience (CGS)
The Council for Medical Schemes
The Council for Scientific and Industrial Research
The Council for the Built Environment (CBE)
The Council on Higher Education (CHE)
The Cross-Border Road Transport Agency's (C-BRTA)
The Culture, Art, Tourism, Hospitality, and Sport Sector Education and Training Authority (CATHSSETA)
The Development Bank of Southern Africa (DBSA)
The Estate Agency Affairs Board (EAAB)
The International Trade Administration Commission of South Africa (ITAC)
The National Science and Technology Forum (NSTF)
The National Skills Fund
The Playhouse Company
The Social Housing Regulatory Authority
The South African State Theatre
The Tourism, Hospitality and Sport Education and Training Authority (THETA)
The Universal Service and Access Fund (USAF)
The Wholesale and Retail Sector Education and Training Authority (W&RSETA)
Thubelisha Homes
Trans-Caledon Tunnel Authority (TCTA)
Transnet SOC Ltd
Transport Education and Training Authority
Tshwane North TVET College
uMalusi Council for Quality Assurance in General and Further Education and Training
Umgeni Water
Unemployment Insurance Fund
Universal Service and Access Agency of South Africa

Urban Transport Fund

Uthukela Water

Voortrekker Museum

War Museum of the Boer Republics

Water Research Commission

William Humphreys Art Gallery

Windybrow Theatre



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national treasury

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